

## **TREASURER-TAX COLLECTOR'S DEPARTMENT**

### **I. DEPARTMENT MISSION OR MANDATE**

Pursuant to State mandates, the Treasurer-Tax Collector is responsible for the collection of property taxes for the county, special districts, school districts as well as all the cities within Contra Costa County. In performing this function, the department seeks to serve the taxpaying public by utilizing the most efficient means of billing, collection, and dissemination of information.

Government Code sections mandate the Department's responsibility for the safe-keeping of all County funds, those of the County's eighteen school districts, Board of Education, and the Community College District. The Treasury acts as their money manager and investment entity, investing surplus funds in accordance with Government Code Section 53601 and the Treasurer's Investment Policy. The Treasury also manages and invests funds for the twenty Special Districts that are voluntary pool participants. The Treasury manages the County's cash flow and short-term borrowings and is an active participant in all long and short-term borrowings for all County agencies, school districts, and the Community College District.

### **II. MAJOR PROGRAM DESCRIPTIONS**

#### **A. TREASURER**

Serves as the County bank. Manages cash flow and administers a comprehensive investment program for the County, its school and community college districts, and twenty special districts. Maintains an active role in all their short-term borrowings and long-term debt issues.

BUDGET: \$ 1,098,098  
FTE: 9

#### **B. TAX COLLECTOR:**

Collects property taxes for all cities, school districts, special districts, and County government.

BUDGET: \$ 3,411,708  
FTE: 22.8

**C. BUSINESS LICENSE:**

The Business License Ordinance requires the Tax Collector to levy and collect a business license tax from any entity engaged in business related activity in the unincorporated area.

BUDGET: \$ 133,065

FTE: 1.6

**D. ADMINISTRATIVE/SUPPORT SERVICES:**

Provides employee development, personnel, payroll and fiscal administration, department clerical supervision and automated systems services.

BUDGET: \$ 200,293

FTE: 1.6

**E. TOTAL DEPARTMENT DATA:**

BUDGET: \$ 4,843,164

FTE: 35

**DEPARTMENT STAFF PROFILE:**

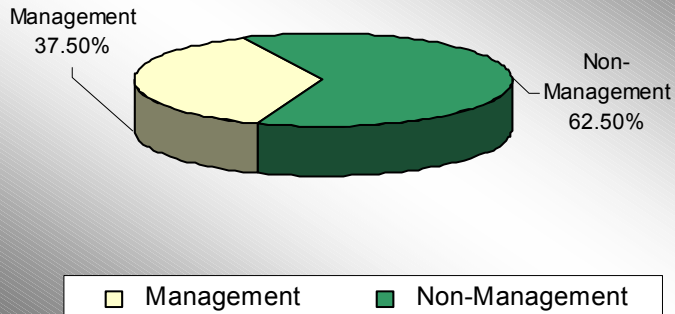
<b>EMPLOYEE POSITIONS</b>			
<u>Class Position</u>		<u>Class Position</u>	
Department Head	1	Executive Secretary	1
Chief Deputy Treasurer-Tax Collector	1	Accountants	3
Assistant Treasurer	1	Tax Default Specialist	1
Assistant Tax Collector (*)	1	Senior Field Tax Collector	1
Treasurer Accounting Officer	1	Field Tax Collector	1
Investment Officer	1	Property Tax Subdivision Specialist	1
Investment Operations Analyst	1	Account Clerk Supervisor	1
Tax Systems Business Manager	1	Accounting Technicians	6
Network Technician (*)	1	Account Clerks (*)	7
Tax Operations Supervisor	1	Clerks	3
<b>TOTAL PERMANENT EMPLOYEE POSITIONS</b>			<b>35</b>

(\*) 3 positions currently vacant

See following page for charts of staff profile.

## TREASURER – TAX COLLECTOR’S DEPARTMENT EMPLOYEE PROFILE

### STAFF PROFILE BY POSITION

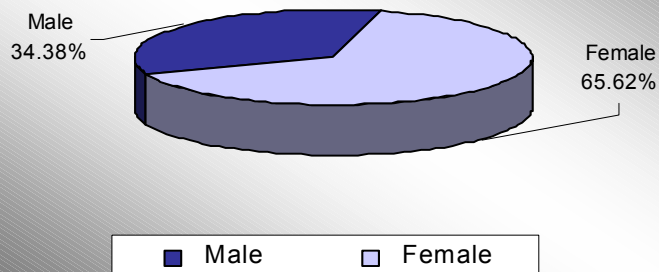


### STAFF PROFILE BY POSITION

	TOTAL	PERCENT
Management	12	37.50%
Non-Management	20	62.50%
Total	32	100.00%

**NOTE:** *Three vacant positions are not included.*

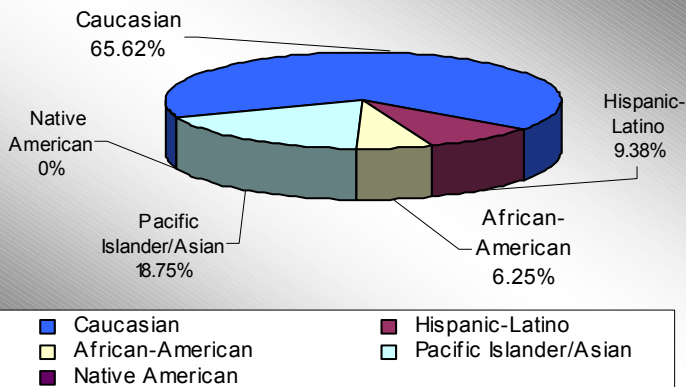
### STAFF PROFILE BY GENDER



### STAFF PROFILE BY GENDER

	TOTAL	PERCENT
Male	11	34.38%
Female	21	65.62%
Total	32	100.00%

### STAFF PROFILE BY ETHNICITY



### STAFF PROFILE BY ETHNICITY

	TOTAL	PERCENT
Caucasian	21	65.62%
Hispanic-Latino	3	9.38%
African-American	2	6.25%
Pacific Islander/Asian	6	18.75%
Native American	0	0.00%
Total	32	100.00%

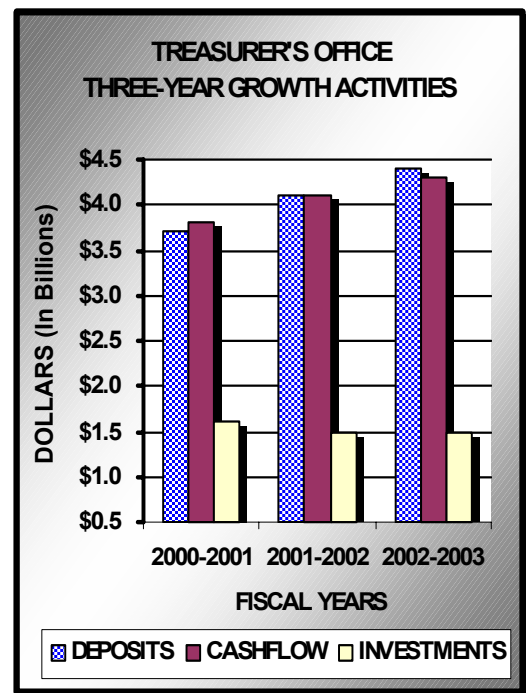
### III. DEPARTMENT ACCOMPLISHMENTS

#### A. TREASURER

1. The Departments of Child Support Services and Human Services remit funds daily to the Treasurer's Office for two programs: the Electronic Benefits Transfer (EBT) program and the Cash Benefits Program.
2. To keep up to date with technological advances in the banking industry, the Treasury purchases services or products from its primary bank. This is a dual cost saving device. It saves capital outlays for technological changes while benefiting from the bank's economies of scale pricing. It also enables the staff to handle the increasing workload as a depository of all County funds while delivering high quality service.

As of April 2003, departments needing banking information will be able to access data via the Internet.

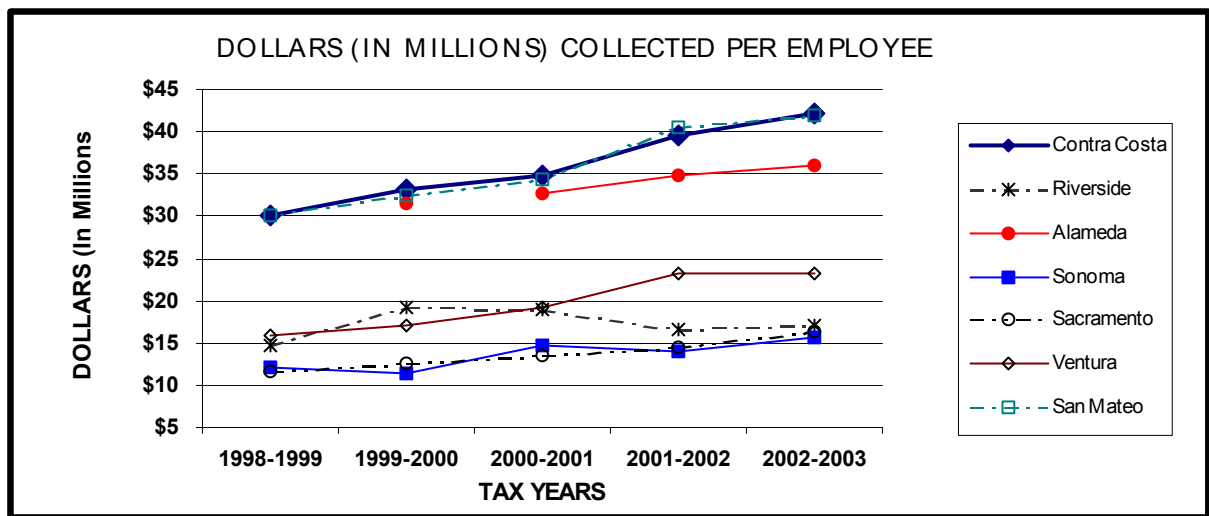
3. In order to save costs of broker commissions, investments are bought directly from security issuers whenever possible. New quality issuers are added to the list as the opportunity arises.
4. Banking transactions are anticipated to total \$22.6 billion for fiscal year 2002-2003.
5. The Treasurer's office processed over 18,200 deposit permits, totaling over \$4.4 billion in fiscal year 2002-2003. The number of deposit permits has leveled off, but the total dollar amount has increased by 7%, primarily due to borrowings by districts.
6. The cashflow operations funded over \$4.3 billion for warrants, an increase of 5% over the prior fiscal year.
7. The investment portfolio is currently \$1.5 billion.
8. The business resumption plan of the Treasurer's Office was tested on November 8, 2002. When downtown Martinez had no electricity for the major portion of the day, the Treasurer's Office was able to continue performing essential functions.



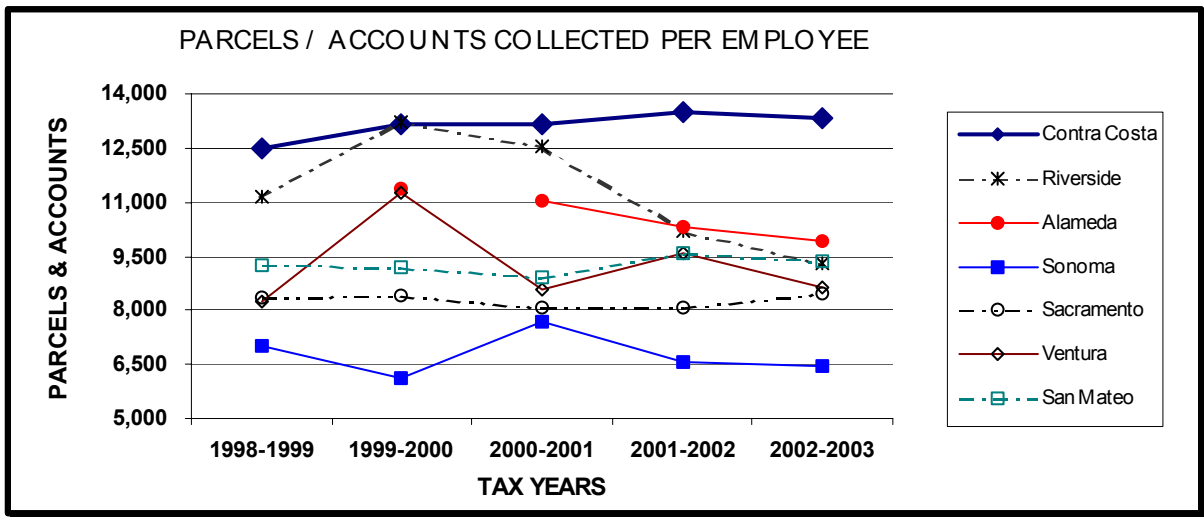
## B. TAX COLLECTOR

1. The Tax Collector has successfully installed an automated “state-of-the-art” tax collection system to handle the high volume of tax payments received by mail throughout the year. This system, designed around two computerized scanning stations linked to our Local Area Network, allows hundreds of thousands of tax documents including tax bills and related payments (checks) to be quickly scanned. This makes the information easily accessible for multiple uses. Hundreds of millions of dollars in tax payments are being processed and deposited much more quickly, while the images of all tax bills and corresponding payments are archived in an easily accessible “digital library.”
2. In addition, the Department has recently installed a new Cashiering System to process tax payments “hand delivered” to the office by taxpayers. This automated system allows our cashiers to quickly process payments and issue receipts while storing digital images of the tax bills and checks on our server for later archival. The Cashiering System makes the collection, balancing, and reporting of tax payments much quicker and more efficient.
3. The charts in the following pages reflect a five-year statistical history of the total tax levy and the ranking of Contra Costa County in relation to counties of comparable size.

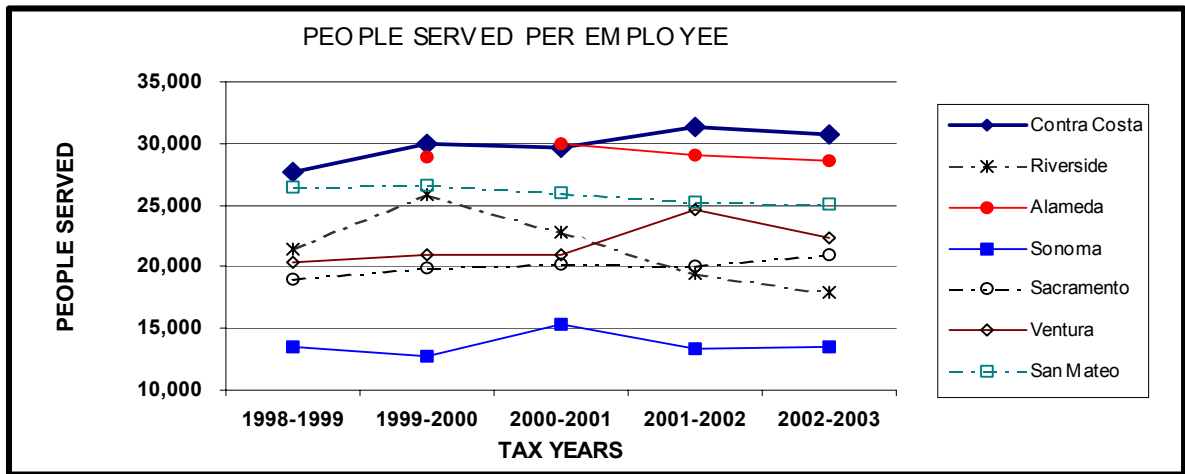
### TREASURER – TAX COLLECTOR’S DEPARTMENT TOTAL TAX LEVY



DOLLARS (IN MILLIONS) COLLECTED PER EMPLOYEE							
Year	Contra Costa	Riverside	Alameda	Sonoma	Sacramento	Ventura	San Mateo
2002-2003	42.1	17.0	36.0	15.7	16.3	23.2	42.0
2001-2002	39.6	16.5	34.8	14.1	14.4	23.2	40.6
2000-2001	34.8	18.9	32.6	14.7	13.5	19.1	34.3
1999-2000	33.1	19.1	31.6	11.4	12.5	17.1	32.5
1998-1999	30.1	14.8	N/A	12.0	11.6	15.9	30.0



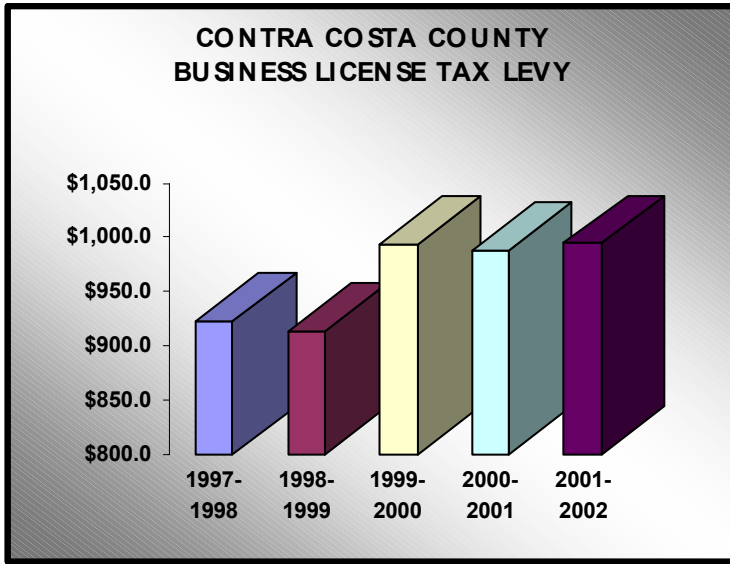
PARCELS / ACCOUNTS COLLECTED PER EMPLOYEE							
Year	Contra Costa	Riverside	Alameda	Sonoma	Sacramento	Ventura	San Mateo
2002-2003	13,331	9,296	9,896	6,441	8,455	8,634	9,333
2001-2002	13,474	10,226	10,294	6,564	8,059	9,610	9,562
2000-2001	13,163	12,544	11,033	7,687	8,095	8,573	8,894
1999-2000	13,148	13,210	11,365	6,123	8,426	11,263	9,169
1998-1999	12,465	11,125	N/A	7,012	8,338	8,250	9,233



PEOPLE SERVED PER EMPLOYEE							
Year	Contra Costa	Riverside	Alameda	Sonoma	Sacramento	Ventura	San Mateo
2002-2003	30,675	17,873	28,588	13,458	20,977	22,286	25,072
2001-2002	31,358	19,473	29,086	13,394	20,057	24,683	25,256
2000-2001	29,700	22,789	29,902	15,287	20,158	21,000	26,071
1999-2000	30,000	25,862	28,889	12,676	19,963	21,000	26,667
1998-1999	27,723	21,432	N/A	13,441	19,010	20,300	26,495

### C. BUSINESS LICENSE

Business license collections continue to remain strong. We attribute these results to the excellent effort by our field enforcement staff and a growing small business economy in Contra Costa County.



CONTRA COSTA COUNTY BUSINESS TAX LEVY	
Year	Tax Levy (\$000)
2001-2002	\$ 995.0
2000-2001	\$ 988.5
1999-2000	\$ 993.9
1998-1999	\$ 914.1
1997-1998	\$ 922.8

### D. ADMINISTRATIVE SERVICES

1. We have upgraded the desktop computer units of every employee in the department. With the aid of the different software available, the employees are able to get their jobs done much faster, hence, giving them more time to assist taxpayers.
2. The Department has achieved 100% compliance with the Board of Supervisors' mandate that at least once every three years all non-management County employees receive training in the recognition, prevention and/or remedy of discrimination. Likewise, all its management employees have attended the management program of "Preventing Discrimination and Sexual Harassment in the Workplace."

## **IV. DEPARTMENT CHALLENGES**

### **A. TREASURER**

#### **Internal to Department**

1. All aspects of treasury operations will continue to expand. Deposits, cash flow management, investments, and debt issuance by pool participants are expected to increase staff workload.
2. With the prevailing low interest rates, most of the school districts are either refinancing long-term debt or are issuing new debt to repair, update or construct schools. The Treasurer's office is proactive in all of the district's debt issuance from verifying legal documents to investing proceeds.
3. The acceptance of credit card payments by more departments countywide has expedited the receipt of revenues. However, the different methodology of accounting for these receipts demands additional staff time.
4. The Department continues to meet the challenges of using the Internet and new automation systems to process financial transactions, and expedite the transfer of financial and banking information.

### **B. TAX COLLECTOR**

#### **Internal to Department**

1. The Tax Collector will continue to work with the Department of Information Technology (DOIT), the County Assessor, the Auditor-Controller, and other departments to further automate and streamline our processes and procedures. One important goal, is the development of an integrated relational database, which will cross departmental lines, bringing together all of the functions necessary to identify, assess, and correctly tax all real and personal property located within Contra Costa County.
2. Another objective is to give taxpayers the ability to pay their taxes "online". We currently have a "Voice Response System" in place, which allows taxpayers automated access to their tax information by phone 24 hours per day, 7 days per week. This capability will be expanded to allow taxpayers to make tax payments over the phone, using their credit cards.
3. We are in the process of expanding our Department's web presence, to provide taxpayers with additional information and payment options. Our goal is to accommodate electronic payments and e-mail correspondence via our website in the near future.

4. We are also in the process of upgrading the telephone system to allow more incoming lines to assist taxpayers. Currently, the system allows a maximum of seven calls to be answered at a time on this extension. If all lines are busy, another seven callers are allowed to wait for the next available line. If there are more than fourteen callers at one time, the next caller is asked to call back at another time and is disconnected. With the upgrade, more incoming calls will be allowed at one time on the published extension. Once all incoming lines are occupied, callers will be able to wait in the queue on a first-come-first-serve basis for the next available line without being disconnected.
5. We will be publishing new information brochures that explain the answers to frequently asked questions about property taxes and fees the Tax Collector is responsible for collecting. These brochures will be available at various locations throughout the county and on the Tax Collector's web site. Eventually they will be available in both English and Spanish.

## **V. PERFORMANCE INDICATORS**

### **A. TREASURER**

1. **Objective:** Maintain continued high level of service as the County bank while volume activity continues to increase.

**Indicator:** Timely processing of deposit permits and completing Treasury Oversight Committee and other scheduled audits without adverse findings.

For the past year, the average volume has decreased slightly. Ninety-five percent of deposit permits are processed on the day of receipt. This function enters all County revenue into the formal accounting records of the County.

The Department continuously maintains no adverse findings during the quarterly committee reviews or in the annual audit for calendar year 2001, issued by the Auditor-Controller's Office.

All funds on deposit were fully invested. Those funds in the County's general bank account not needed to pay warrants were rolled over into an interest-bearing account on a nightly basis.

Changes were made in the quarterly Treasury Oversight Committee reports to enhance, update, and consolidate information.

## B. TAX COLLECTOR

1. **Objective:** Improve tax collections and reduce delinquencies based on State's median benchmark.

**Indicator:** Comparison with State medians.

During the fiscal year 2001-2002, Contra Costa County's secured tax delinquency rate was 1.5%. This compares very favorably to the State delinquency rate of 2.1%. The unsecured tax delinquency rate was 1.5%, compared to the State's rate of 4.6%.

2. **Objective:** Increase dollars and tax bills collected per employee.

**Indicator:** Comparison of year-end totals to prior periods.

During fiscal year 2001-2002, the Tax Collector employees processed in excess of \$1.2 billion in taxes related to 417,682 parcels and accounts. This represents an average of \$39.6 million in collections for each employee, up from \$34.8 million in the preceding fiscal year.

The average number of accounts serviced by each employee increased from 13,163 to 13,474 during the same time period.

Treasurer-Tax Collector Performance Measures	FY 1999-00 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Estimated
<b>Workload Indicators</b>				
Banking Transactions*	17.6	19.7	20.4	22.6
Dollars Deposited*	3.7	3.7	2.9	4.4
Investment Portfolio*	1.3	1.6	1.7	1.5
<b>Outcome Indicators</b>				
Dollars Collected per Employee**	33.1	34.8	39.6	40.6
Parcels/Accounts per Employee	13,148	13,163	13,474	13,500
Secured Tax Delinquency Rate	1.5%	1.4%	1.5%	N/A
Unsecured Delinquency Rate	1.3%	1.1%	1.5%	N/A

\* In billions

\*\* In millions

TREASURER-TAX COLLECTOR'S DEPARTMENT  
ORGANIZATION CHART  
APRIL 1, 2003

